The Department of Environment, Land, Water and Planning acknowledges Victoria’s Aboriginal communities and pays respect to their Elders both past and present. The department acknowledges the richness of Aboriginal cultures in Victoria and their connection to country.
Contents

Secretary’s foreword ................................................. 4
Our ministers ................................................................. 5
Our role and structure .................................................. 6
Our Community charter ............................................... 8
Our customers, partners, stakeholders and community ....... 9
Our culture ................................................................. 10
Aboriginal Inclusion Plan ............................................. 11

DELWP 2020 – our strategic framework .......................... 12
Our state outcome ....................................................... 12
Our public value commitment ...................................... 12
Our outcomes ............................................................ 12
Our strategic framework ............................................. 13

Challenges and opportunities ...................................... 14

Our outcomes ............................................................ 18
Zero emission, climate-ready economy and community .... 18
Healthy, resilient and biodiverse environment ............... 20
Reliable, sustainable and affordable energy services ....... 22
Productive and effective land management ..................... 24
Safe, sustainable and productive water resources ........... 26
A quality built environment ......................................... 28
Affordable and reliable access to jobs, services and infrastructure in Melbourne’s suburbs 30
Sustainable and effective local governments ................... 32
Reduced impact of major bushfires and other emergencies on people, property and the environment .... 34
The Department of Environment, Land, Water and Planning (DELWP) supports liveable, inclusive and sustainable communities, and thriving natural environments in Victoria.

Our Corporate plan 2018-22 sets out nine outcomes we are working towards, to implement the Victorian Government’s vision for a stronger, fairer and better Victoria, supporting people, jobs and growth.

Our individual and collective expertise across energy, environment, climate change, water, planning, local government, and suburban development is essential to our success. Making connections across our portfolios ensures we drive integrated action.

DELWP leads the charge to reduce the effects of climate change within Victoria. Our department leads and coordinates the whole of government response to climate change. This approach includes reducing greenhouse gas emissions, adapting to the impacts of a changing climate, and supporting the economic and social transition to a net-zero emissions and climate resilient future. We are preparing the Victorian community for a more sustainable future, including delivering on Victoria’s renewable energy targets and improving energy efficiency and productivity outcomes for households and businesses. We work to increase competitiveness in energy markets, reduce household and business energy costs, and ensure consumer protection is effective for vulnerable people in the community.

We are focused on achieving a healthy, resilient and biodiverse environment in Victoria. With our partners, we deliver on-ground, measurable works to improve our environment and fight to protect our most vulnerable species. Victoria has some of the best public land in the world that provides environmental, tourism, health and economic benefits to the state. Partnering with other public land managers and Traditional Owners, we continue to ensure land is used in a sustainable manner for future generations.

Water is our most precious resource. We work to ensure that Victoria has safe, sustainable and productive water resources to meet future urban, rural and environmental needs. We work in partnership with water corporations, catchment management authorities, government agencies, industry and the community, to deliver secure water supplies, greener and liveable cities and towns, and healthy waterways and aquifers. With broad ranging water sector expertise, our department manages groundwater, catchments and waterways, infrastructure, integrated water planning and water efficiency programs, flood management, governance and legislation.

We plan for the future growth and transformation of Victoria’s cities and towns, and we provide leadership and advice on heritage protection and the built environment. We support local governments in providing local governance and quality services to their growing communities, including local infrastructure. We are establishing new approaches to suburban development by engaging local government, businesses and communities to ensure Melbourne’s future prosperity and liveability. In conjunction with our partners, we manage the state’s eight million hectares of public land for the benefit of all Victorians, and also provide land information services, including property and land titles.

Victorians live in an increasingly fire prone landscape. We work with the Country Fire Authority, Parks Victoria, Emergency Management Victoria, local governments and communities to implement Victoria’s bushfire management strategy, Safer Together, to maintain the residual risk of bushfire in the Victorian landscape at 70 per cent or less. We manage bushfire risk by balancing local knowledge and expertise with the latest research and modelling to protect people, property and the environment. We protect Victoria’s electricity network infrastructure through the Powerline Bushfire Safety Program, to prevent powerlines causing bushfires in high-risk areas across the state.

While delivering these outcomes, the community is at the centre of all that we do. Our Community charter outlines our promises to all Victorians that: we will be available and easy to contact; we will speak clearly and honestly; we will actively listen and seek to understand; and we will be timely and consistent in taking action.

We deliver our services by building a positive culture that drives excellence through strong leadership, capability, diversity, collaboration, and innovation.

Our organisation reflects the communities we serve through a diverse, inclusive and gender equitable workforce, where our people are empowered to work flexibly and encouraged to think innovatively. All of which makes DELWP a great place to work.

John Bradley
Secretary
Our ministers

The Hon. Lisa Neville MP
Minister for Water (Lead Minister)

The Hon. Marlene Kairouz MP
Minister for Local Government

The Hon. Lily D’Ambrosio MP
Minister for Energy, Environment and Climate Change; Minister for Suburban Development

The Hon. Richard Wynne MP
Minister for Planning

Anthony Carbines MP
Parliamentary Secretary for Energy, Environment, Climate Change; Parliamentary Secretary for Water
Our role and structure

DELWP employs more than 3,000 staff in 82 locations across the state. We are a key manager of Victoria’s public estate and directly manage an $8.3 billion investment portfolio, with 81 per cent comprising various categories of public land. The department owns and manages a further $1.6 billion of other assets, including 40,000 kilometres of roads and tracks, office buildings, depots, public toilets, picnic shelters, recreational facilities, firefighting and road maintenance equipment, crossings, water bores and mobile plant equipment.

Our Secretary, ministers and their portfolio partners are supported by DELWP’s six business groups (see Figure 1):

Water and Catchments – works to ensure that Victoria has safe, sustainable and productive water resources to meet future urban, rural and environmental needs. The group works in partnership with water corporations, catchment management authorities, government agencies, industry and the community to balance the economic, environmental and social values of water. This work helps to deliver secure water supplies, greener and liveable cities and towns, healthy waterways and aquifers. The group is responsible for the implementation of the Victorian Water Plan, which sets the strategic directions for the state’s water management for decades to come.

Corporate Services – enables good governance, delivers efficient and effective services that meet customer needs, and partners to deliver DELWP 2020. Together we deliver better, by working across our group and with our colleagues in other groups to deliver services across people and culture, finance, strategy and performance, information services, digital and customer communications (including the customer contact centre) and legal services.

Local Infrastructure – works with local government to support the delivery of local governance, services and infrastructure and builds stronger communities across the state. The group also provides administration and information services for the Victorian property industry and the community. Also within this group is the Office for Suburban Development, which works with the six Metropolitan Partnerships to ensure that as Melbourne grows, suburbs have the infrastructure and services they need for a liveable and sustainable future.

Planning – manages the state’s planning, building and heritage systems including, developing long-term, integrated land use strategies and policies; administering statutory responsibilities, facilitating urban development and enabling government’s infrastructure strategies and programs. Under Victoria’s planning system, local councils and the Victorian Government develop planning schemes to control land use and development, and ensure the protection and conservation of land. The group works collaboratively with local government and other key public and private stakeholders to lead programs that support Victoria’s growth and liveability, and to ensure that quality services and outcomes are delivered across the state.

Energy, Environment and Climate Change – provides high-quality advice to government on directions, principles, strategies and actions to lead the Victorian Government’s responses to climate change, environmental protection, the sustainable use of energy, and policy for the management of public land. The group works across DELWP, with portfolio agencies, external stakeholders and with ministers to implement DELWP’s statewide objectives in the energy, environment and climate change portfolio.

Forest, Fire and Regions – manages State forests, coasts and other public land, and delivers integrated, accessible and high-quality programs, projects and services across all DELWP portfolio areas, working collaboratively with local communities and other partners. The group provides high quality advice to government on forest, fire and emergency management, and has a lead role in preparing for, responding to, and recovering from fire and other emergencies, to reduce impacts on people, property and the environment. As DELWP’s main connection to local communities and environments across the state, the group provides valuable intelligence on how policy and programs can be designed and delivered to better meet the needs of Victorians.
Our Community charter

To make real and lasting economic, social and environmental impacts, we must truly understand and meet the needs of the communities we serve.

Communities around Victoria have told us what matters most to them and how they want to do business with us. We are bringing this new way of working to life through the DELWP Community charter, which is our promise to Victorians to be available, speak and listen, and take action in everything we do.

It is up to each of us to put it into action, and use it as our guide for how we engage and build trust with communities across all our portfolios. Our charter is only as good as we make it – through our work on the ground, in the way we work together, and with our communities.

The charter describes:

- how we will partner with the community
- what we (DELWP) need from our stakeholders/community
- what they need from us
- when and how the charter will be used
- how we will know if it worked
- how we will improve anything that does not work.

In all aspects of our work and interaction with the public we will:

<table>
<thead>
<tr>
<th>Be available</th>
<th>Place-based community focus</th>
<th>Talk to you where you live, work and play and be visible in local communities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accessibility</td>
<td>Make sure we are easy to contact and our information is straightforward and available in a variety of ways</td>
<td></td>
</tr>
<tr>
<td>Flexibility</td>
<td>Respect the way you want to work with us, and adapt our approach according to local needs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Speak and listen</th>
<th>Active listening and understanding</th>
<th>Listen to and understand your views and needs and respect different opinions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Honesty and transparency</td>
<td>Be honest about what's driving our priorities, what we can and can't promise to do, our timelines and why decisions have been made</td>
</tr>
<tr>
<td></td>
<td>Clarity and purposefulness</td>
<td>Be clear why and how we are engaging, making sure we give you real opportunities to influence and make a difference</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Take action</th>
<th>Timely and proactive</th>
<th>Talk to the community as early as we can, responding quickly to issues and feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Consistency</td>
<td>Ensure we are consistent in the way we approach decisions</td>
</tr>
<tr>
<td></td>
<td>Closing the loop</td>
<td>Inform communities about the outcomes of projects and if our plans change we will let you know when this happens and why</td>
</tr>
</tbody>
</table>
**Our customers, partners, stakeholders and community**

The charter guides our formal and informal interactions with communities. This includes connecting with local networks, building capacity and improving the way we communicate. These changes will help us to achieve objectives for our shared environment, and improve outcomes for local communities. We work closely with a wide range of stakeholders, including:

**Customers:** any individual or group that interacts or transacts with the department and receives a product, service or information.

**Partners:** individuals, organisations and groups that share a common interest, and engage early to partner and collaborate on an ongoing basis. Partners have a strong interest in outcomes and may often share responsibility for delivery.

**Stakeholders:** any individual, group of individuals, organisation, or political entity with an interest or stake in the outcome of a decision.

**Community:** a group of individuals who share a common sense of belonging and where there is a level of trust between members:

- Geographical – based around where people live, such as neighbourhood, suburb or town.
- Interest – based around common interests, such as conservation, community connection and improvement, or recreation interest.
- Identity – based on sharing a common identity such as age, culture or lifestyle.

The following points should also be noted in relation to community and stakeholder engagement with Traditional Owners and Aboriginal Victorians:

**Traditional Owners** are Aboriginal people with traditional and customary rights in a particular part of the land (i.e. the ‘right people for Country’). Some Traditional Owner groups have also had these rights recognised by the Australian legal system under a Native Title determination (Commonwealth) or a Traditional Owner Settlement Agreement (Victoria).

**Registered Aboriginal Parties** (RAP) are body corporates approved to deal with Aboriginal heritage matters on behalf of the relevant Traditional Owners within the RAP area. The members of the body corporate are Traditional Owners. Where the Traditional Owners have also been recognised by the Australian legal system, the Registered Native Title Body Corporate (RNTBC) or Traditional Owner Settlement Entity (TOSE) deals with Aboriginal heritage matters within the relevant area.

**Aboriginal Victorians:** the term Aboriginal is used to include all people of Aboriginal and Torres Strait Islander descent, who identify, are accepted, and live in Victoria.
Our culture

Our commitment to serve Victorians is underpinned by our Community charter and a culture built on the values of teamwork, wellbeing and safety, ownership and service excellence (see Figure 2). As members of the Victorian Public Service, we agree to work by the Victorian Public Service Values and Code of Conduct, which set the expectations for how we behave as public servants.

We are committed to building an inclusive workplace that utilises the full potential of all employees, embraces differences, and uses diversity of thought as a catalyst for innovation and improved service delivery. We are building a constructive culture that drives high performance and makes the department a great place to work.

We are doing this through:
- building a positive culture;
- ensuring we have the right people with the right skills;
- developing accountable, collaborative and inclusive leaders;
- designing an agile and adaptable organisation; and
- building a productive and flexible workforce.

This supports the implementation of our strategic framework, DELWP 2020, and putting the community at the centre of everything we do.

Figure 2: DELWP’s values

Teamwork
We will respect and welcome different perspectives.
We will listen to others, give and actively seek constructive feedback.
We will lead, empower and trust others.
We will support and constructively challenge our colleagues.
We are flexible when dealing with change and ambiguity.

Ownership
We will create a safe environment that encourages people to show initiative, learn from mistakes and grow.
We will support, trust, equip and empower people to make decisions.
We will value the experience and ideas of our people.
We will take pride in our work and the organisation, leading by example.
We will own our actions and decisions.

Wellbeing and Safety
We will create an environment where it is ok to speak up and where issues can be raised and resolved constructively.
We will each take personal responsibility for our own wellbeing and safety, and that of our colleagues.
We will lead by example and be an active role model in how we treat ourselves and others.
We will think before acting, be caring, supportive and show empathy towards others.

Service Excellence
We will set clear objectives, be honest, transparent and timely.
We will take pride in our professional service delivery and engender excellence into everything we do.
We will look for opportunities to connect and work together to provide better service outcomes.
We will encourage innovation and different ways of working to improve service delivery.
We will understand the customer’s and communities needs by stepping into their shoes.
Aboriginal Inclusion Plan

Our Aboriginal Inclusion Plan, Munganin Gadhaba, sets out DELWP’s approach to inclusion for 2016–20. The name Munganin Gadhaba is a Taungurung phrase, meaning ‘Achieve Together’. It brings to life the plan’s aim to work in partnership with Traditional Owners and Aboriginal communities across the state. The plan reflects the key principles of the Victorian Aboriginal Affairs Framework 2013-18, including:

- establishing collaborative relationships with Traditional Owners and Aboriginal Victorians;
- Caring for Country; and
- Self-Determination.

To progress outcomes for Victoria’s Traditional Owners and Aboriginal communities in relation to Recognition and Respect, Opportunity and Prosperity, and Participation and Collaboration, the overarching goals of the plan include:

Building collaborative relationships and working partnerships with Victorian Traditional Land Owner Groups: Increasing the involvement of Traditional Owner groups in the management of country to better achieve our mandate and mission.

Delivering opportunities to Aboriginal Victorians: Contributing to closing the economic gap between Aboriginal and non-Aboriginal people by creating employment and business participation opportunities across the department.

Creating a culturally competent DELWP: Developing a culturally safe, inclusive and diverse workplace.

To drive and oversee the implementation of Munganin Gadhaba, DELWP established the Aboriginal Inclusion Support Branch in 2017 and release the Munganin Gadhaba Action Plan in 2018. The plan prioritises a number of projects including:

- releasing DELWP’s Aboriginal Flag Flying Policy;
- developing DELWP’s Cultural Safety Framework;
- establishing DELWP’s Aboriginal Engagement Framework; and
- reviewing DELWP’s Aboriginal Procurement policies.

The Aboriginal Inclusion Support Branch will play a key role in not only implementing Munganin Gadhaba but in assisting DELWP to continue building partnerships with Traditional Owners and Aboriginal Victorians into the future to advance Self-Determination.

---

1 We gratefully use this title with the permission of the Taungurung Clans Aboriginal Corporation
DELWP 2020 – our strategic framework

DELWP is the government’s authorising agency for Victoria’s natural and built environment. We balance economic growth with ‘liveability’ to ensure that Victoria remains an attractive place to live, work and invest. DELWP 2020, our strategic framework (see Figure 3), describes the broader context within which the department operates, to contribute to the Victorian Government’s state outcome. It sets our long-term focus and key directions over the next decade.

Our state outcome
The Victorian Government aspires towards a stronger, fairer, better Victoria. This is underpinned by the government’s commitment to the shared outcome of liveable, inclusive, sustainable communities and thriving natural environments.

Our public value commitment
DELWP is committed to supporting Victoria’s natural and built environment to ensure economic growth and liveable, sustainable and inclusive communities that are resilient to the impacts of climate change.

Our outcomes
Our outcomes provide the broader context within which the department operates, and sets our focus and key directions over the medium term. This includes our contribution to shared government objectives and collaboration with partners, with other key departments and agencies to achieve the government’s broader goals. Our outcomes are:

- Zero emission, climate-ready economy and community
- Healthy, resilient and biodiverse environment
- Reliable, sustainable and affordable energy services
- Productive and effective land management
- Safe, sustainable and productive water resources
- A quality built environment
- Affordable and reliable access to jobs, services and infrastructure in Melbourne’s suburbs
- Sustainable and effective local governments
- Reduced impact of major bushfires and other emergencies on people, property and the environment.

Our outcome indicators communicate what needs to change to achieve outcomes, and the direction of that change.

The achievement of DELWP’s outcomes and strategies will be enabled by our commitment to be a high performing organisation. Our goals are to:

1. increase performance and delivery for Government;
2. increase constructive organisational culture; and
3. increase engagement, partnerships, and service excellence.
## Our strategic framework

<table>
<thead>
<tr>
<th>State outcome</th>
<th>A stronger, fairer, better Victoria</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shared outcome</td>
<td>Liveable, inclusive, sustainable communities and thriving natural environments</td>
</tr>
<tr>
<td>Our public value commitment</td>
<td>Supporting Victoria’s natural and built environment to ensure economic growth, and liveable, sustainable and inclusive communities that are resilient to the impacts of climate change</td>
</tr>
<tr>
<td>Our promise to the people of Victoria</td>
<td>We will listen, work alongside and partner with you in everything we do</td>
</tr>
</tbody>
</table>

### DELWP outcomes

<table>
<thead>
<tr>
<th>DELWP outcomes</th>
<th>Zero emission, climate-ready economy and community</th>
<th>Healthy, resilient and biodiverse environment</th>
<th>Reliable, sustainable and affordable energy services</th>
<th>Productive and effective land management</th>
<th>Safe, sustainable and productive water resources</th>
<th>A quality built environment</th>
<th>Affordable and reliable access to jobs, services and infrastructure in Melbourne’s suburbs</th>
<th>Sustainable and effective local governments</th>
<th>Reduced impact of major bushfire and other emergencies on people, property and the environment</th>
</tr>
</thead>
</table>

### Our outcome indicators

| Our outcome indicators | Reduce greenhouse gas emissions | Increase community capacity to adapt to the impacts of climate change | Increase the Victorian economy’s ability to transition to net-zero emissions | Reduce the harmful effects of pollution and waste on human health and the environment | An overall increase in suitable habitat for species | Increase Victorians valuing nature | Increase the affordability and accessibility of energy services | Increase security and stability of energy system | Increase the health of waterways and catchments | Increase community use of critical public spaces and neighbourhoods | Effective protection of cultural and natural heritage | Improve the access to attractive, safe and inclusive public services and spaces | Increase the proximity of housing and employment opportunities | Improve the health and safety of Victorian users in water management decision-making and practices | Increase satisfaction of Traditional Owners in land management decision-making and practices | Increase public value benefits from government land | Increase the quality and accessibility of land administration | Increase the sustainability of water supply and management | Increase the satisfaction of Traditional Owners in water management decision-making and practices | Increase the sustainability of water supply and management | Improve the livability of suburban communities | Improve the financial health and viability of local government | Increase the level of preparedness for bushfires and other emergencies | Increase community understanding of potential risks and impacts of bushfires and other emergencies | Increase the ability of people and communities to respond to and recover from bushfires and other emergencies | Increase the ability of ecosystems to recover from destructive natural events |

### Our Values

| Our Values | Teamwork, Service excellence, Ownership, Wellbeing and safety |

### High performing organisation

| High performing organisation | Increase performance and delivery for Government | Increase constructive organisational culture | Increase engagement, partnerships, and service excellence |
Challenges and opportunities

Current and emerging national and global conditions pose challenges and opportunities for Victoria, and have implications for achieving our outcomes.

DELWP brings together Victoria’s planning, local government, environment, energy, suburban development, forest management, fire and emergency management, climate change and water functions into a single department, to strengthen connections between the environment, community, industry and economy.

Our challenge is to maintain Victoria’s liveability, with a population that is expected to almost double by 2050, while responding to climate change and protecting our natural environment, infrastructure and heritage for future generations.

The key challenges for our department are described below, and the actions we are taking to address these are outlined on the following pages.

**Climate change**

As described in the government’s Climate Change Framework, climate change poses one of the biggest threats to our future. How we respond will determine the future wellbeing and prosperity of Victoria. In 2015 the international community committed to keeping the rise in global temperatures to well below 2°C above preindustrial levels, and to work towards limiting the rise to 1.5°C. Global greenhouse gas emissions will need to reach net-zero in the second half of the century to achieve this commitment.

**Environment**

Victoria is already experiencing the impacts of climate change, including higher than average temperatures, lower than average rainfall, more frequent and intense heatwaves, extreme fire conditions, storm surges and coastal erosion. These impacts are projected to worsen in the coming decades with serious implications for Victorians, the natural environment and the economy.

**Emissions**

The Victorian Government’s renewable energy target of 25 per cent by 2020, and 40 per cent by 2025, requires significant investment to create up to 5,400 megawatts of new renewable energy projects, including wind and solar farms, to be built in Victoria. The Victorian Government plays an important role in maintaining the reliability, security, safety and affordability of Victoria’s energy systems during this time of unprecedented change. Energy price pressures mean some businesses and households may struggle to manage their energy costs. Inefficient buildings can lead to poor health outcomes and discomfort, particularly during extreme temperatures.

**Water**

Climate change means that the medium to long-term outlook for Victoria is for a drier future. Water is a public resource that is essential for the environment, community health and wellbeing and economic sustainability. A drier climate, growing population and changing economy will increase the demand for water from industrial, residential and agricultural users and to support liveable, recreational and Aboriginal values.

**Population growth/change**

Population growth, and changes in the distribution of our population, will be a major challenge for all aspects of DELWP’s portfolios. This will require careful planning to ensure that Victorians have access to housing, jobs, infrastructure, open space and a quality built environment.

**Growing Melbourne**

Greater Melbourne is Australia’s fastest growing capital city, growing by 125,400 in 2016-17, compared to 101,600 for Greater Sydney. Over the five years from 2012 to 2017, Greater Melbourne grew by 581,900 people. Victoria in Future projects that Melbourne and Victoria will continue to experience strong growth, with Greater Melbourne’s population expected to reach 8 million by 2051, and Victoria up to 10 million. This will require the construction of up to 1.6 million new homes and the creation of 1.5 million jobs.

In particular, Melbourne’s interface councils on metropolitan Melbourne fringes, have rapidly growing populations, productive rural land and some of Victoria’s most vulnerable conservation corridors, and face some of Victoria’s greatest infrastructure challenges.

**Economic growth**

Victoria has the fastest annual economic growth rate in the nation, with a three per cent forecast for 2017-18. The state’s economy is undergoing a structural shift from manufacturing to the service industry and knowledge economy sectors based on: IT and other professional services; science and biomedical industries; and Melbourne’s role as a transport and distribution hub for south east Australia.
Environmental management

Biodiversity

Protecting and restoring Victoria’s natural capital remains a challenge in the face of a range of pressures, including climate change, extreme weather events, fire, invasive species, resource use, and changing land use. Victoria’s growing population increases these pressures, which can have substantial impacts on Victoria’s unique flora and fauna. Protecting and restoring biodiversity underpins the wellbeing of the environment and economy.

Public assets

Victoria’s natural ecosystems and landscapes support jobs, wildlife and liveability. Our national and marine parks provide economic benefits for regional communities and support key ecosystem services and recreational opportunities. These public assets rely on government intervention for their preservation.

Forest Management

Victoria’s Regional Forest Agreements (RFAs) establish the framework for the sustainable management of forests. Since the RFAs were developed in the 1990s, significant change has occurred including: the recognition of Traditional Owner rights; advances in forest science; shifts in how communities and industries manage and use forests; as well as the emerging impacts of climate change such as bushfire and flood frequency and intensity.

Bushfires

Bushfires are a part of life in Victoria. Our changing climate is bringing more hot days and less rainfall, which increases our bushfire threat. Almost a third of our 5.6 million-strong population live in regional Victoria, thousands more make a tree-change every year, and the number of visitors to our coasts and rural areas continues to grow, exposing more people to the threat of bushfires. Bushfires over the past decade have highlighted the need to build community resilience and adopt a risk-based approach to managing emergencies, where government, community and businesses work together to protect people, property and the environment.

Supporting lifestyles

Waste management

As the population grows, supporting human lifestyles places pressure on our environment. If current waste trends continue, Victoria will be generating 20 million tonnes of waste per annum by 2045, or an increase of 60 per cent from 2015 levels. How much waste is generated and how it is managed has a direct impact on the environment, and the health of communities. It can also influence economic growth and prosperity. Recent disruptions in global recycling markets have highlighted and exacerbated some underlying fragilities in Victoria’s recycling sector. These disruptions have most significantly impacted Victoria’s kerbside recycling system, and this has impacted households through increases in council waste management charges. They have also highlighted opportunities for new investment in jobs in a stronger local recycling sector, reducing waste and making better use of our resources.

Air quality

Poor air quality impacts on our lifestyle; it can reduce our interest in exercising, playing sport or simply enjoying the outdoors. If air pollution is too high, strenuous activity for vulnerable people can be a health risk. It can also damage our environment by impairing plant growth and acidifying soils and fresh water. Air quality has improved significantly over recent decades and remains good by international standards. However, there are challenges ahead, including a growing population and economy, and a warming and drying climate. We also need to better address poor air quality hot spots, for example, some locations adjacent to industrial areas or subject to excessive wood smoke.

Community expectations

Technology

Increasing community demands and expectations of service quality, affordability and accessibility are driving governments to reform their service delivery offer. With the emergence of the digital age, communities expect easy access to information, efficient digital transactions, and affordable utilities and services such as the provision of energy, water, waste and planning services. The government also plays a key role in providing and maintaining a healthy and safe natural environment for all communities to enjoy.

Local government

Local government councils across Victoria are facing increasingly complex challenges associated with rising community expectations regarding accountability, transparency, services, amenity and infrastructure. In particular, councils face increasing scrutiny of their decisions by individuals and calls for more community engagement in the setting of strategic directions.
We view these challenges as opportunities for growth, transformation and innovation. Each of our key initiatives directly address a challenge, and also indirectly address several other challenges, highlighting the multi-faceted nature of our work. The key initiatives are outlined below and explored further in Our Outcomes.

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CE</strong></td>
<td>DELWP leads whole-of-Victorian Government action on climate change, in line with the Climate Change Act 2017, Victoria's Climate Change Framework and Victoria's Climate Change Adaptation Plan 2017-20. The government’s goal is to reduce emissions by 15-20 per cent below 2005 levels by 2020, as a first step towards net-zero emissions by 2050. Five-yearly interim targets will be set.</td>
</tr>
<tr>
<td><strong>CP</strong></td>
<td>DELWP’s Renewable Energy Action Plan sets out how Victoria will ensure a renewable, affordable and reliable energy supply, and support the transition from a carbon intensive to a net-zero emissions energy sector by 2050. In addition, DELWP is working to transition the economy by implementing the New Energy Technologies sector strategy.</td>
</tr>
<tr>
<td><strong>CPX</strong></td>
<td>DELWP plays an important role in smoothing the transition, by advocating Victoria’s interests in national forums. DELWP is driving energy affordability and ensuring the costs and benefits of the energy transition are shared equitably across the Victorian community.</td>
</tr>
<tr>
<td><strong>CPX</strong></td>
<td>Energy efficiency brings down energy costs, creates sustainable jobs and lifts economic productivity. It makes our buildings safer and more comfortable, and increases the security and stability of our energy system.</td>
</tr>
<tr>
<td><strong>CPXE</strong></td>
<td>DELWP is implementing Water for Victoria, a new water plan to improve urban and rural water security, and provide for productive agriculture, industry, liveable, sustainable and growing communities and a healthy environment.</td>
</tr>
<tr>
<td><strong>P</strong></td>
<td>DELWP has refreshed Plan Melbourne to guide the growth of our city for the next 35 years. DELWP is also leading delivery of several Homes for Victorians initiatives that encourage and support housing affordability. DELWP supports the state’s sustainable growth by and improving integrated land use and infrastructure planning in priority precincts.</td>
</tr>
<tr>
<td><strong>PX</strong></td>
<td>The planning system is a key enabler of major transport infrastructure and city-shaping projects. DELWP’s Smart Planning program is making Victoria’s planning system the most efficient and responsive in the country.</td>
</tr>
<tr>
<td><strong>PX</strong></td>
<td>DELWP will support interface councils to pilot new delivery models to better plan for the right infrastructure and services. Through the Growing Suburbs Fund, DELWP supports interface councils to meet critical local infrastructure needs for communities in Melbourne’s changing and fast-growing outer suburbs.</td>
</tr>
<tr>
<td><strong>PX</strong></td>
<td>DELWP will continue to deliver the Metropolitan Partnerships, which provide opportunities for local communities to engage directly with state and local governments, and advise the Victorian Government of the top priorities across the region in relation to jobs, services and infrastructure.</td>
</tr>
<tr>
<td><strong>PSE</strong></td>
<td>DELWP is leading major reforms to Victoria’s environment protection regime, including overhauling the Environment Protection Act 1970.</td>
</tr>
<tr>
<td><strong>SPEX</strong></td>
<td>DELWP will partner with state, regional and local government bodies, industry and the community to reduce the environmental impact of waste and increase resource recovery. DELWP will lead and coordinate implementation of the Recycling Industry Strategic Plan.</td>
</tr>
<tr>
<td><strong>SPEX</strong></td>
<td>DELWP will develop a Victorian Government Air Quality Strategy in 2019, articulating policy priorities to underpin air quality management through to 2030.</td>
</tr>
</tbody>
</table>
DELWP is actively partnering with Victoria’s 79 councils to co-design and deliver significant reforms as part of the government’s Local Government Reform Agenda, including a legislative framework that councils need for the future.

DELWP is implementing Protecting Victoria’s Environment - Biodiversity 2037, to arrest the decline of Victoria’s biodiversity.

DELWP will continue to modernise our public land management approach so that all Victorians have access to safe and appropriate infrastructure, and ensure that all development takes full account of community, environment, and economic values.

DELWP will lead the delivery of a program of work to improve Victoria’s forest management system and realise greater value from our forests.

As part of the Victorian Government’s bushfire management strategy Safer Together, DELWP has set a statewide target to maintain bushfire residual risk at, or below, 70 per cent. DELWP also manages the Powerline Bushfire Safety Program.

DELWP’s Community charter guides all our interactions with communities and puts the community at the centre of everything we do.

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Opportunity</th>
<th>DELWP Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>Climate change</td>
<td>DELWP is actively partnering with Victoria’s 79 councils to co-design and deliver significant reforms as part of the government’s Local Government Reform Agenda, including a legislative framework that councils need for the future.</td>
<td></td>
</tr>
<tr>
<td>Population growth/change</td>
<td>DELWP is implementing Protecting Victoria’s Environment - Biodiversity 2037, to arrest the decline of Victoria’s biodiversity.</td>
<td></td>
</tr>
<tr>
<td>Supporting lifestyles</td>
<td>DELWP will continue to modernise our public land management approach so that all Victorians have access to safe and appropriate infrastructure, and ensure that all development takes full account of community, environment, and economic values.</td>
<td></td>
</tr>
<tr>
<td>Environmental management</td>
<td>DELWP will lead the delivery of a program of work to improve Victoria’s forest management system and realise greater value from our forests.</td>
<td></td>
</tr>
<tr>
<td>Community expectations</td>
<td>As part of the Victorian Government’s bushfire management strategy Safer Together, DELWP has set a statewide target to maintain bushfire residual risk at, or below, 70 per cent. DELWP also manages the Powerline Bushfire Safety Program.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>DELWP’s Community charter guides all our interactions with communities and puts the community at the centre of everything we do.</td>
<td>All</td>
</tr>
</tbody>
</table>
Our outcomes

Zero emission, climate-ready economy and community

DELWP leads the Victorian Government response to climate change, in line with the Climate Change Act 2017, Victoria’s Climate Change Framework and Victoria’s Climate Change Adaptation Plan 2017-20. The government’s response includes reducing greenhouse gas emissions, adapting to the impacts of climate change, and supporting the economic and social transition to a net-zero emissions and climate resilient future.

The Climate Change Act 2017 provides Victoria with a world-leading legislative foundation to manage climate change risks; maximise the opportunities that arise from decisive action; drive our transition to a climate resilient community and economy with net-zero emissions by 2050; and drive sequestration activities in Victoria to remove greenhouse gases from the atmosphere.

The Victorian Government’s commitment to acting on climate change includes:

- Operational pledges: actions the Victorian Government is taking to reduce emissions resulting from its own operations, such as improved energy efficiency and increased use of renewable energy, to reduce emissions from government operations by 30 per cent below 2015 levels by 2020.

- Sector pledges: policies and programs that the Victorian Government is implementing to drive emissions reductions across all key emitting sectors of the economy, to reduce Victoria’s total emissions by 15 – 20 per cent below 2005 levels by 2020.

- TAKE2: Victoria’s collective climate change program supporting individuals, local government, businesses and other organisations to pledge support to help achieve net-zero emissions by 2050.

- Investing in better climate change information and data, including development of the first state greenhouse gas inventory.

At the same time, DELWP is working with businesses and communities to adapt to the impacts of climate change. Reducing our emissions will lessen the impact of climate change, but it will not prevent it. A certain amount of change is inevitable and we must prepare ourselves for what climate change will bring.

Victoria’s Climate Change Adaptation Plan 2017-2020 is a key component of this. The Plan is a blueprint to: prepare our state and build a detailed understanding of Victoria’s exposure to climate change risks and impacts; catalyse partnerships for integrated and effective responses to climate change; and tackle immediate priorities to reduce climate change risks.

The key government initiatives to deliver on this outcome include:

- developing detailed and real-time climate change data to support better decision-making

- improving responses to climate change risks through land use planning

- delivering pilot Adaptation Action Plans addressing priority adaptation needs in the health and human services, agriculture and water sectors

- working with local governments to build capacity in adaptation

- supporting the integration of climate change policy into government planning, programs and other policies

- developing tools and information to improve climate risk assessment and management.
Outcome measures

We will work towards achieving a zero emission, climate-ready economy and community by monitoring our performance against the following measures, as outlined in Victorian budget papers:

- Reduction in emissions from government operations
- Percentage reduction in Victoria’s greenhouse gas emissions relative to 2005
- Number of pledges made under the TAKE2 climate change pledge program.

During the next four years, DELWP will deliver against these outcome indicators and strategies:

Reduce greenhouse gas emissions

We will:
- Establish interim greenhouse gas emission reduction targets for 2021-25 and 2026-30 consistent with the Climate Change Act 2017.
- Lead and coordinate actions across government to reduce greenhouse gas emissions from government operations.
- Lead and coordinate work across government and with stakeholders to establish greenhouse gas emission reduction plans for sectors of the Victorian economy.

Increase community capacity to adapt to the impacts of climate change

We will:
- Help the community to understand and manage the risks and impacts of climate change.
- Lead and coordinate work across the Victorian Government to embed adaptation in core policy areas and systems of the economy.
- Manage risks to the government’s own assets and services from climate change.

Increase the Victorian economy’s ability to transition to net-zero emissions

We will:
- Lead and coordinate work across the Victorian Government to embed climate change in decision making as required under the Climate Change Act 2017.
- Partner with leaders in climate change to support innovative projects that contribute to Victoria’s transition to net-zero emissions.

Output:

To achieve this outcome, the Victorian Government has endorsed the delivery of the following DELWP output as outlined in Victorian budget papers:

Climate change – Lead the development and implementation of strategic, whole-of-government climate change policy and programs that contribute towards Victoria’s 2050 target of net-zero emissions and building the state’s resilience to climate change.

Links to additional information:

- Victoria’s Climate Change Framework
- Climate Change Act 2017
- Climate Change Adaptation Plan 2017-2020
- TAKE 2 – Acting now on climate change
- Emissions reduction targets
Healthy, resilient and biodiverse environment

DELWP works with portfolio partners and external stakeholders to develop effective, evidence-based policies, programs, regulatory responses and compliance activities for improved outcomes across a range of areas. These include environment protection, ecosystem resilience, native vegetation management, threatened species and land management practices. The inclusion of, and strong relationships with, Traditional Owners and Aboriginal Victorians, as described in Munganin Gadhaba is crucial in delivering these outcomes.

Protecting Victoria’s Environment – Biodiversity 2037, is Victoria’s plan to stop the decline of our native plants and animals, and improve our natural environment so it is healthy, valued and actively cared for. The plan promotes collaboration and improved alignment across government, businesses, communities, Traditional Owners, Aboriginal Victorians and private land managers, to restore our biodiversity and strengthen our economy. The plan also promotes community participation in caring for biodiversity, and it encourages more Victorians to get outdoors and enjoy our natural environment. The VicEnvironments Forum provides new opportunities to facilitate, leverage and ensure alignment for environmental programs with portfolio partners and other entities, to achieve the Plan’s vision over the next 20 years.

DELWP will continue to deliver key marine and coastal projects including: involving traditional land owners in the planning and management of Victoria’s coastlines; providing grants to address risks on coastal land; continuing the Coastcare program, maintaining public assets such as beaches, groynes and seawalls; and actively managing catchments to improve the health of nearshore marine and estuarine ecosystems.

DELWP will partner with state, regional and local government bodies, industry and the community to reduce the environmental impact of waste and increase resource recovery, including: implementing the Recycling Industry Strategic Plan and the Statewide Waste and Resource Recovery Infrastructure Plan to strengthen the recycling industry; developing and implementing actions to reduce plastic pollution; implementing the ban on disposal of e-waste to landfill from 1 July 2019; and strengthening Victoria’s approach to hazardous waste management.

The key government initiatives to deliver on this outcome include:

- working with Trust for Nature to protect and rehabilitate private land and support Landcare facilitators
- implementing the Port Phillip Bay Environmental Management Plan 2017-2027
- implementing the government’s response to the review of the Environment Protection Authority (EPA), including:
  - major reforms to Environment Protection legislation and priority subordinate instruments
  - making contaminated land management more risk-based and transparent
  - a pilot program for Officers for the Protection of the Local Environment
- working with government bodies and industry to reduce the environmental impact of waste, while increasing productivity and innovation through resource recovery, incorporating circular economy principles
- developing and implementing actions to reduce plastic pollution, including establishing a reference group to help develop a plastic pollution plan, and a legislative ban on single-use lightweight plastic bags to commence by the end of 2019
- developing a Victorian Government Air Quality Strategy in 2019, that identifies policy priorities to underpin air quality management through to 2030. This will be informed by a Clean Air Summit in August 2018 and a series of workshops, building on the release in May 2018 of Clean Air for All Victorians – Victoria’s Clean Air Statement
- implementing a risk-based, intelligence-led approach to regulation and compliance, to better protect our forests and wildlife.

Our regulatory frameworks are delivered as efficiently as possible in order to avoid unnecessary costs. In addition, we work with communities and businesses to make policy and regulation, and the administration processes that underpin them, easier to understand.

When shaping policy, we ensure that contemporary standards of policy and regulation are maintained, and that our objectives and supporting logic are clear. The same standards of transparency underpin our investment programs and the delivery of environmental regulation.
Outcome measures

We will work towards achieving a healthy, resilient and biodiverse environment by monitoring our performance against the following measures, as outlined in Victorian budget papers:

- Participation in community-based environmental programs
- Reduction in pollutants from priority hotspots.

During the next four years, DELWP will deliver against these outcome indicators and strategies:

**Reduce the harmful effects of pollution and waste on human health and the environment**

We will:

- Reduce waste generation and waste disposal to landfill, and increase resource recovery, to boost Victoria’s economic productivity and competitiveness
- Implement regulatory and governance frameworks and lead policy reforms to protect the health of Victorians and the liveability of Victoria.

**An overall increase in suitable habitat for species**

We will:

- Review Victorian legislation to enable proactive management and conservation of threatened species and ensure native vegetation is sensibly protected
- Use the best available information for decision making by undertaking best practice science, supporting citizen science and providing improved access to information
- Work to co-design and implement Biodiversity Response Planning and fund on ground actions in partnership with communities, land managers, Traditional Owners and natural resource management agencies.

**Increase Victorians valuing nature**

We will:

- Partner with the Department of Health and Human Services, Parks Victoria, the community and our stakeholders to implement the Victorian Memorandum for Health and Nature through projects that enable more Victorians to connect with and be active in the natural environment
- Partner with the community and our stakeholders to ensure that Victorians have opportunities to connect with nature, value our environment and continue to gain environmental, social and economic benefits from it.
- Implement a risk-based, intelligence led regulation and compliance approach to protect Victoria’s natural assets and resources.

Outputs:

To achieve this outcome, the Victorian Government has endorsed the delivery of the following DELWP outputs as outlined in Victorian budget papers:

**Environment and biodiversity** – Lead the development and implementation of strategic, whole-of-government environmental policy and deliver investment, regulatory and research functions that support Victoria’s diverse and resilient natural ecosystems.

**Statutory activities and environment protection** – Protect the environment and people by preventing and reducing harm from pollution and waste through better regulation, conducting research and intelligence gathering to inform compliance and enforcement activities, collaboration and the provision of advice.

Links to additional information:

- Protecting Victoria’s Environment – Biodiversity 2037
- Flora and Fauna Guarantee Act 1988
- Port Phillip Bay Environmental Management Plan 2017-2027
- Melbourne Strategic Assessment – Monitoring and Reporting Framework
- Victorian Catchment Management Council – Catchment Condition Report
- Government response to the Independent Inquiry into EPA
- Statewide Waste and Resource Recovery Infrastructure Plan
- Clean Air for All Victorians – Victoria’s Clean Air Statement
DELWP leads the provision of policy advice to government on the delivery of reliable, sustainable and affordable energy services to households and business consumers, as well as leading programs on renewable energy, and improving energy efficiency and productivity.

The Victorian energy sector is undergoing significant change with the introduction of new renewable and sustainable energy technologies, and more engaged energy consumers wanting to take advantage of the new opportunities these technologies will provide. Within this context, the government is seeking to drive Victoria towards a more sustainable economy that increases jobs, facilitates energy affordability and reduces greenhouse gas emissions. DELWP is leading the development and implementation of initiatives to achieve these outcomes.

DELWP also leads the implementation of new initiatives that support improved energy efficiency and demand management, to contribute to energy security and cost savings as well as supporting the transition to a more sustainable energy economy.

DELWP will seek to attract and facilitate investment in renewable energy and support the development of low emission energy technologies. DELWP's Renewable Energy Action Plan sets out how Victoria will ensure a renewable, affordable and reliable energy supply, and support Victoria’s pathway from a carbon intensive to a net-zero emissions energy sector by 2050. It will create $2.5 billion in new investment and 4,000 jobs. In addition, DELWP is working to transition the economy by implementing the New Energy Technologies sector strategy.

In 2017, DELWP opened the first Victorian Renewable Energy Auction, a significant step towards achieving a transformation in Victoria’s energy supply. DELWP will continue to work with the renewable energy industry, electricity networks, retailers and consumer groups to refine the details of future auctions or initiatives to achieve the 40 per cent target.

The key government initiatives to deliver on this outcome include:

- delivering the Power Saving Bonus initiative – this program will encourage Victorian energy consumers to shop around for the best electricity and gas offers by accessing the Victorian Energy Compare (VEC) website; this will increase competition amongst retailers by increasing downward pressure on prices through increased consumer interest, engagement and switching activity
- engaging the demand-side in the electricity sector to help balance a more dynamic and variable supply from renewable energy sources, particularly where it increases prospects for Victorian households and businesses to take up opportunities presented in the new energy market
- driving energy efficiency and energy productivity to help Victorians reduce their carbon productivity
- providing $17 million to support households on low incomes, or concession card holders, to reduce their energy costs, including through energy efficiency home retrofits
- delivering the Victorian Renewable Energy Target (VRET) 2025 policy – This project reports on Victoria’s achievement of the Victorian Renewable Energy Target (as required by the Renewable Energy (Jobs and Investment) Act 2017), and will develop policy options for the achievement of the 2025 target (40 per cent renewable energy)
- creating up to 11,000 two-year construction jobs over the life of Victoria’s renewable energy targets scheme, particularly in regional Victoria; in the peak year of project construction, the scheme is expected to deliver over 4,000 renewable energy jobs
- finalising the delivery of the first VRET Auction and managing the support contracts – a reverse auction to bring forward up to 650 megawatts of new renewable generation capacity, and putting Victoria on the pathway to meeting the Victorian Renewable Energy Targets
- implementing the Renewable Energy Certificate Purchasing Initiative and Solar Trams – this initiative sources renewable energy certificates from four renewable energy projects to meet the electricity demand of participating agencies; the government will also voluntarily surrender a quantity of certificates matching the electrical usage of Melbourne’s tram network
- delivering the Energy Storage Initiative, bringing forward complex, ‘first of a kind’ projects that will have long term benefits – deploying energy storage technology at scale to enhance the reliability of the network and unlock economic growth; the initiative has invested in two large-scale batteries totalling 55 megawatts / 80 megawatt hours, to provide power supply, frequency control and back up services to support the network
- supporting capital expenditure of around $9 billion in renewable energy projects, which will result in about $2.5 billion of direct investment in Victoria
- managing the $20 million New Energy Jobs Fund (NEJF) to encourage investment in new energy technology projects that: create long-term sustainable jobs; increase the uptake of renewable energy generation; reduce greenhouse gas emissions; and drive innovation in new energy technologies. To date, NEJF has invested $12.7 million in 45 new energy technology projects across Victoria
• supporting targeted infrastructure and technology assistance through direct investment, regulatory change or purchasing decisions to help smooth the energy transition, and maintain energy sector reliability, security and safety
• advising ministers on institutional and market changes being decided at Council of Australian Governments (COAG) level, particularly with regard to electricity market changes to manage the challenges of high market shares of variable renewable resources.

Outcome measures
We will work towards achieving reliable, sustainable and affordable energy services by monitoring our performance against the following measures, as outlined in Victorian budget papers:
• Relative share of Victorian energy sourced from renewables.
• Percentage of surveyed users of the Victorian Energy Compare website who report that they plan to switch offers after using the website.

During the next four years, DELWP will deliver against these outcome indicators and strategies:

Increase the affordability and accessibility of energy services
We will:
• Work to increase competitiveness in energy markets, reduce household and business energy costs
• Ensure that energy consumer protections remain effective, particularly for vulnerable members of the community.

Increase the security and stability of energy system
We will:
• Work towards ensuring that regulatory and governance frameworks drive improved safety outcomes
• Facilitate Victoria leading the transition to a more sustainable energy sector by ensuring regulatory frameworks and institutions remain fit for purpose and by supporting industries, businesses and communities to adopt sustainable energy solutions.

Reduce the emissions intensity in Victoria’s energy system
We will:
• Implement legislation, supporting policies and associated auction schemes to deliver on Victoria’s renewable energy targets and transform Victoria’s large-scale energy generation stock towards renewable energy
• Deliver on the government’s commitment to improving energy efficiency outcomes for Victorian households and businesses
• Implement the New Energy Technologies sector strategy to ensure Victoria is ready for sector transformation and to capitalise on new and developing technologies including renewable energy and energy storage, and energy efficient products and services.

Output:
To achieve this outcome, the Victorian Government has endorsed the delivery of the following DELWP output as outlined in Victorian budget papers:

Energy – Influence and advocate for the provision of reliable, sustainable and affordable energy services through: national forums and state-based energy programs to support the development of renewable energy; improving energy efficiency and facilitation of new investment opportunities; providing and maintaining tools to improve access to energy data to assist consumers; and supporting large-scale storage initiatives and development of the renewable energy sector through micro and smart grids.

Links to additional information:
- Victorian Energy Efficiency and Productivity Strategy
- Review of Electricity and Gas Retail Markets in Victoria
- Renewable Energy Action Plan
- Manage my energy
Victoria’s public land, including its parks, forests, coasts and Crown land reserves, has significant economic, environmental, cultural and recreational value. DELWP manages this land to both protect these values and maximise its use by all Victorians. In partnering with other public land managers, including statutory agencies, management committees and Traditional Owners, we ensure that our public land and water assets are used in a sustainable manner and that their natural and built assets continue to be maintained and improved.

We will continue to develop a modernised approach to public land management. We will partner and work closely with Traditional Owners and Registered Aboriginal Parties to ensure their connection to Country, recognise existing rights under agreements, and incorporate Aboriginal knowledge and culture into the management of land and natural values.

We will ensure that all Victorians and visitors to the state have access to safe and appropriate infrastructure, and that development, particularly along Victoria’s coastline, is appropriate and takes full account of community, environmental, and economic values.

DELWP will lead the delivery of a program of work to improve Victoria’s forest management system and realise greater value from our forests.

The key government initiatives to deliver on this outcome include:

• delivering greater community value from our forests including modernising the state’s Regional Forest Agreements and improving the long-term and sustainable management of native forests
• cleaning up contaminated public land, including the assessment of ten sites and remediation of three of those sites to address significant risks to public health
• improving our parks and reserves so they sustain and grow Victoria’s regional visitor economies, improve the health of our ecosystems and conserve Aboriginal and historic cultural heritage
• managing weeds and pests through targeted actions, and supporting local community groups, Landcare and catchment management authorities in delivering on-ground works to protect and restore our natural capital
• investing in Parks Victoria to strengthen frontline service delivery, improve business and asset management systems, and enhance communication and education services
• enhancing Victoria’s liveability through improvements to the parks and reserves estate, including the delivery of three new parks in Cranbourne, Werribee and Kororoit Creek, and protecting the Anglesea Heath

• upgrading the Visitor Centre at Phillip Island Nature Parks’ Penguin Parade to encourage more visitors
• continuing the ‘Kids Free’ policy for zoos
• improving the management of Victoria’s marine and coastal environments, including:
  – continuing grants to coastal Crown land managers to address risks to public safety on coastal land
  – boosting the Coastcare program and its Summer by the Sea program
  – investing in asset maintenance of critical coastal protection assets, such as beaches, groynes and seawalls
  – implementing additional measures that will support marine and coastal health
  – supporting greater Traditional Owner involvement in planning and management.

DELWP, through Land Use Victoria, supports economic development by providing land administration and property information services to property buyers and sellers, developers, councils, conveyancers, surveyors, financial institutions and the public.

We also protect property rights by maintaining the land and water registers to ensure that ownership changes and subdivisions are accurately recorded and registered. DELWP’s land title systems, which minimise transaction costs, are a key aspect of Victoria’s attractiveness for new private investment in commercial and residential developments. These services will continue to be provided after the proposed commercialisation of elements of the land registry service.

Land Use Victoria also supports the government to maximise public value from the land it owns through an information service, policy framework and land use assessments.

The key government initiatives to deliver on this outcome include:

• delivering the Report on Government Landholdings
• implementing the centralised annual rating valuations, including the 2019 revaluation
• improving and modernising land information (access and quality) through the delivery of digital projects, including GovMap and modernising Victoria’s digital cadastre map base.
Outcome measures

We will work towards achieving productive and effective land management by monitoring our performance against the following measures, as outlined in Victorian budget papers:

- Efficient provision of timely and authoritative land administration and property information services
- Number of visits to the public land estate managed by the department’s portfolio agency: Parks Victoria
- Bay and park assets rated in average to excellent condition
- Consistent and timely provision of government land transaction approvals and advice.

During the next four years, DELWP will deliver against these outcome indicators and strategies:

Increase the sustainable management of public and private land

We will:
- Modernise policy, legislative and regulatory frameworks to ensure effective management state forests, coasts and other Crown land
- Support land managers in their stewardship of public land and private owners in managing environmental values.

Increase satisfaction of Traditional Owners in land management decision-making and practices

We will:
- Support Traditional Owners in finalising Traditional Owner Settlement Act agreements
- Contribute to and facilitate the development and completion of Joint Management Plans
- Work collaboratively to upskill capacity and capability of Traditional Owner Land Management Boards.

Increase public value benefits from government land

We will:
- Identify opportunities to increase public value from government land in Victoria
- Increase the accessibility and use of government land datasets to inform decision making
- Improve information and advice on the Victorian Government’s land holdings for better decision making
- Deliver effective management of our State forests, coasts, parks and other Crown land to provide for a broad range of community uses and values.

Increase the quality and accessibility of land administration

We will:
- Deliver innovative and authoritative land administration and land information services
- Enhance our core spatial data information services and help government, industry and the community generate value from it.

Outputs:

To achieve this outcome, the Victorian Government has endorsed the delivery of the following DELWP outputs as outlined in Victorian budget papers:

**Land Use Victoria** – Deliver high-quality and authoritative land administration and property information services, including the registration of land titles under the Torrens system, survey, valuation and property sales and planning and property certificates. Land Use Victoria also incorporates the state’s foundational spatial data services and government land policies. The probity of the government’s property transactions is overseen by the Government Land Monitor.

**Management of Public Land and Forests** – Provide improved stewardship of Victoria’s public land estate including forests, coasts and Crown land reserves for the enjoyment and sustainable use by all Victorians.

**Parks Victoria** – Provide improved stewardship of Victoria’s parks, and manage the development and protection of natural, cultural and community assets for safe enjoyment and sustainable use by all Victorians.

Links to additional information:
- Marine and Coastal Act development
- Managing Crown Land
- Crown land leases, licences and permits
- Land Use Victoria
- Victorian Government Land Use Policy and Guidelines - Unlocking Public Value from Government Land
- State of the forest report
- Parks Victoria – State of the Parks Report
DELWP works to ensure that Victoria has safe, sustainable and productive water resources to meet future urban, rural and environmental needs. The department partners with water corporations, catchment management authorities, government agencies, industry and the community to balance the economic, environmental and social values of water. This helps to deliver healthy waterways and aquifers, secure water supplies across Victoria and ensure sustainable irrigation and agriculture, along with greener and more liveable cities and towns.

Through the fourth tranche of the Environmental Contribution, the Victorian Government will invest $537 million over four years to deliver Water for Victoria. This water plan sets a long-term direction and blueprint for managing our precious water resources as we deal with the impacts of climate change and a growing population. The plan gives prominence to some issues that have not been considered in the past, including Aboriginal values of water and the recreational values of water. Keeping water affordable for everyone is vital. Our challenge, and our opportunity, is to do more with less water and to reduce our reliance on traditional water sources.

The plan outlines the actions we will take to create a modern and efficient, future-focused and affordable water system:

- tackling climate change
- significant investment for a healthy environment
- maximising the value of agricultural production
- water for liveability and recreation
- water for Aboriginal wellbeing and economic development
- strong entitlements and planning
- making the best use of the water grid markets
- water for a growing economy.

The key government initiatives to deliver on this outcome include:

- improving Victoria’s preparedness for, and response to, climate change and the impacts of drought
- improving the health of waterways in regional Victoria through a fully integrated waterway management program that includes large scale restoration projects, community engagement, environmental water management and physical environmental work
- improving catchment management through the development of integrated catchments management strategies and increased engagement with local communities
- supporting irrigation modernisation projects and helping irrigators improve on-farm water use
- transforming cities and towns through efficient, integrated water management to support greener public spaces during drought and reduce the risk of urban flooding, improve water quality and water supply resilience
- delivering the Aboriginal water program by embedding Aboriginal values into water planning and decision-making
- continuing to strengthen Victoria’s water entitlement and planning processes through simplifying regulation, improving the compliance and enforcement regime, and commencing the long-term water resource assessment process and sustainable water strategy reviews
- improving the quality, accuracy and availability of water monitoring data including surface and groundwater monitoring
- realising the potential of the water grid and the water market to increase the future capacity to deliver more water, more efficiently and effectively.

The department will also contribute to the Murray Darling Basin Agreement to promote and coordinate planning and management for the sustainable use of the land, water and environmental resources of the Murray Darling Basin on behalf of Victoria.
Outcome measures

We will work towards achieving safe, sustainable and productive water resources by monitoring our performance against the following measures, as outlined in Victorian budget papers:

- Proportion of properties completely connected to the modernised irrigation delivery system (in the Goulburn Murray, Macalister, Werribee and Bacchus Marsh irrigation districts)
- Number of river reaches/wetlands with maintained or improved environmental condition.

During the next four years, DELWP will deliver against these outcome indicators and strategies:

Increase the health of waterways and catchments

We will:

- Protect the health of waterways and catchments from the adverse impacts of human use
- Improve the health and priority of waterways and catchments to support environmental, social, cultural and economic needs and values
- Strategically implement Victorian Agreements in the Murray-Darling Basin to deliver outcomes that protect the environment and support agricultural industries and communities
- Help transform Victorian cities and towns to include all elements of the urban water cycle in the way we plan and manage water.

Increase community use of waterways and landscapes

We will:

- Support the wellbeing of rural and regional communities who enjoy the recreational benefits our regional waterways provide, and consider these values in the way we manage water
- Consider recreational values in the way we manage water.

Improve Victoria’s water security

We will:

- Invest in climate change research and build partnerships to share knowledge and apply research to water management
- Enable farmers to maximise the value of agricultural production with the available water, while supporting farming communities to adjust to change in a warmer and drier future
- Ensure that secure rights to water, robust water resource information, and a responsive planning framework will enable us to adapt to changing values and uses of water, as well as protect the environment
- Ensure that Victoria’s water grid and markets will help us realise the greatest benefit from our valuable water resources
- Work with the water sector to deliver efficient services with a focus on innovation, performance and affordability.

Increase the satisfaction of Traditional Owners in water management decision-making and practices

We will:

- Work with Traditional Owners and Aboriginal Victorians and the water sector to better recognise Aboriginal water values and support Aboriginal participation in water planning and management frameworks.

Output:

To achieve this outcome, the Victorian Government has endorsed the delivery of the following DELWP output as outlined in Victorian budget papers:

Effective water management and supply – Develop policies, provide strategic advice and oversee regulatory systems and institutional arrangements to effectively manage Victoria’s water resources.

Links to additional information:

- Water Industry Act 1994
- Water for Victoria
- Our Catchments, Our Communities
- Victorian Flood Management Strategy
- Murray Darling Basin Agreement
- Environmental contributions
- Index of stream condition
A quality built environment

DELWP leads cities and regional growth policy to deliver positive outcomes for everyone who lives, works, invests in and visits Victoria. We reform policy, legislation, regulation and systems to help protect our heritage and environment; build productive, sustainable and resilient communities; and achieve better outcomes for consumers and industry.

We shape the agenda and engage stakeholders in conversations and creative problem solving to develop innovative and practical approaches to maintaining Victoria’s liveability. We reform heritage issues in Victoria in a holistic manner to ensure consistency across neighbourhoods and the state. We identify opportunities to support future industries identified as having the potential to drive jobs growth and investment. An integrated approach to managing our built and natural environment is crucial to accommodating population growth and changes, in order to maintain our world class liveability and protect our heritage. The quality of our built and natural environments influences Victoria’s ability to attract jobs, investment and skills.

Victoria’s population is currently outstripping projections. It is therefore essential that planning processes work to maintain our liveability and give growing communities the services, transport links, and infrastructure they deserve.

DELWP has refreshed Plan Melbourne to guide the growth of our city for the next 35 years. It sets the strategy for supporting jobs, housing and transport, while building on Melbourne’s legacy of distinctiveness, liveability and sustainability. Complementing Plan Melbourne, DELWP is also leading delivery of several Homes for Victorians initiatives that support housing affordability.

The key government initiatives to deliver on this outcome include:

- implementing Plan Melbourne 2017-2050: a long-term plan to manage the city’s growth
- activating and celebrating Victoria’s heritage, through the Living Heritage program targeting ‘at risk’ heritage places
- facilitating major transport infrastructure and city-shaping projects, such as the Level Crossing Removal Program, Melbourne Metro Rail Tunnel and the West Gate Tunnel with assessment and approval processes
- completing the key planning work and commencing delivery of the services and infrastructure that will turn the Fishermans Bend urban renewal precinct into a world-class neighbourhood
- revitalising Central Geelong and providing support to deliver projects that unlock investment and drive economic activity in Central Geelong
- implementing the Smart Planning program planning system reforms and commencing the next stage of designing digital and performance monitoring
- responding to the recommendations of the Victorian Cladding Taskforce and implementing a forward regulatory reform program to improve the building regulatory framework in Victoria
- implementing the Homes for Victorians program, including delivering regional housing plans and up to 100 new social housing homes.

2 Victoria in Future 2016

In 2018-19 the Victorian Government will invest more than $13.7 billion in government infrastructure investment across the state, to ensure all Victorians can access jobs, public transport, health care and community facilities, no matter where they live. It will mean a stronger Melbourne and a more sustainable regional Victoria.
Outcome measures

We will work towards achieving a quality built environment by monitoring our performance against the following measures, as outlined in Victorian budget papers:

• Improved liveability, sustainability and inclusiveness of public spaces and neighbourhoods
• Effective protection of cultural and natural heritage.

During the next four years, DELWP will deliver against these outcome indicators and strategies:

**Improve the access to attractive, safe and inclusive public spaces and neighbourhoods**

We will:

• Facilitate city and regional growth and lead land use policy to deliver positive outcomes for people who live, work, invest in and visit Victoria
• Work with communities and stakeholders to develop innovative and practical approaches to maintain Victoria’s liveability
• Facilitate development that creates attractive and welcoming places for people.

**Effective protection of cultural and natural heritage**

We will:

• Reform policy, legislation, regulations and systems to help protect our heritage, build productive, sustainable and resilient communities and achieve better outcomes for consumers and industry
• Manage Victoria’s heritage in a holistic manner to ensure its protection and enjoyment by current and future generations.

Output: Links to additional information:

To achieve this outcome, the Victorian Government has endorsed the delivery of the following DELWP output as outlined in Victorian budget papers:

**Planning, Building and Heritage** – Deliver programs that address the future growth and transformation of cities and regions through strategic and integrated land use planning; urban development, design and renewal; land supply; heritage conservation and management and regulatory reform.

- Plan Melbourne
- Smart Planning Program
- Better Apartments
- Revitalising Greater Geelong
- Living Heritage
- Yarra River Action Plan
Affordable and reliable access to jobs, services and infrastructure in Melbourne’s suburbs

DELWP coordinates government activities to ensure that Melbourne is prosperous and that the benefits of growth are shared fairly. We work with the Commonwealth and local governments, industry and community stakeholders to identify opportunities for the development and delivery of initiatives to strengthen Melbourne’s economy, create jobs and improve suburban liveability.

A key challenge as Melbourne grows will be ensuring its suburbs have the infrastructure and services they need for a liveable and sustainable future. Over the next thirty-five years, Melbourne is projected to become Australia’s largest city, with its population expected to almost double. It is important to ensure that suburbs have the infrastructure and services they need for a liveable and sustainable future.

DELWP’s Office for Suburban Development is responsible for coordinating development activities in metropolitan Melbourne across all relevant departments and agencies, to add value to, and complement work already underway, remove duplication, address gaps and achieve positive outcomes for local communities - ensuring Melbourne has the services and infrastructure necessary to grow in ways that protect liveability and create opportunity.

The key initiatives to deliver on this outcome include:

- identifying and addressing local opportunities and priorities by overseeing the six Metropolitan Partnerships for the Inner Metro, Inner South East, Western, Northern, Eastern and Southern regions between the three levels of government, community and business
- delivering the Metropolitan Partnerships annual assemblies and related engagement activities
- coordinating the State Government’s response to the Metropolitan Partnership priorities, including oversight of the metropolitan Partnerships Development Fund
- developing annual five-year plans that consider the employment, services and infrastructure needs of Melbourne’s suburbs to coordinate and focus state, local and federal government investment
- developing new models for joined up, localised planning and delivery of services in priority urban areas
- managing the Growth Areas Infrastructure Contributions (GAIC) fund to plan for growth and invest in infrastructure funding where it is most needed, such as: land acquisition for the future Cranbourne East Railway Station and Wollert Rail Corridor; station improvement works at Craigieburn, Sunbury and Epping Railway Stations; land acquisition for eight new school sites; construction of four schools; and delivery of early access kindergartens in Hume and Wyndham.

The six Metropolitan Partnerships, like the Regional Partnerships developed across regional Victoria, are designed to provide Melbourne’s regions the chance to come together as a community and directly advise government on local priorities.
Outcome measures

We will work towards achieving affordable and reliable access to jobs, services and infrastructure in Melbourne’s suburbs by monitoring our performance against the following measure, as outlined in Victorian budget papers:

- Community satisfaction in public places.

During the next four years, DELWP will deliver against these outcome indicators and strategies:

**Improve the proximity of housing and employment opportunities**

We will:

- Collaborate with our partners and stakeholders to develop land-use framework plans to enable better outcomes for communities.

- Work in consultation with the Metropolitan Partnerships to provide housing choice in locations close to jobs and services.

**Increase infrastructure and services that meet community needs**

We will:

- Target allocation of Growth Areas Infrastructure Contribution (GAIC) funding to areas of highest need.

- Respond to Metropolitan Partnerships priorities through policies and investments identified in Five-Year Jobs, Services and Infrastructure Plans.

- Deliver funding to local government to support the needs of communities including library services.

- Support councils in delivering vital community infrastructure through the Growing Suburbs Fund.

- Strengthen the coordination of infrastructure and service planning, investment and delivery in communities.

- Continue to drive investment in community facilities and spaces across interface council areas.

**Increase the liveability of suburban communities**

We will:

- Support the coordinated planning and delivery of infrastructure and services in priority urban centres.

- Coordinate the response to the metropolitan partnerships annual advice.

Output:

To achieve this outcome, the Victorian Government has endorsed the delivery of the following DELWP output as outlined in Victorian budget papers:

**Suburban Development** – Deliver activities to engage with all levels of government, business and community sectors to manage Melbourne’s growth, to better meet community needs for jobs, services and infrastructure, and maintain and strengthen Melbourne’s status as one of the world’s most liveable cities.

Links to additional information:

- Five Year Plans
- Metropolitan Partnerships
- Growth Areas Infrastructure Contribution Fund
- Suburban Development Statement
Sustainable and effective local governments

DELWP supports effective and efficient local governance and service provision, and supports communities to manage change and growth at a local level. We work with local governments to support their annual delivery of services ($8.2 billion) and infrastructure ($2.8 billion) to build stronger communities across the state, while managing $91 billion in public assets.

Councils are a key partner with the state government, working to improve the lives of Victorians. Our state is unique in recognising local government in our Constitution as a distinct and independent tier of government. Investing in council performance delivers substantial returns for the community. Local government plays an integral role within our federated system of government. Victoria’s councils do an outstanding job delivering essential and everyday services to their local communities. Local governments help build local economies, and as the tier of government closest to the people, play a key role in local democracy and leadership.

DELWP is actively partnering with Victoria’s 79 councils to co-design and deliver significant reforms as part of the government’s Local Government Reform Agenda, including a legislative framework that councils need for the future.

The key initiatives to deliver on this outcome include:

- co-designing implementation guidance materials with the local government sector, subject to the passage of the Local Government Bill 2018
- administering the Growing Suburbs Fund to support councils and communities in outer suburban areas to improve local facilities such as parks, community centres, children’s centres, town centres, swimming pools, and cultural facilities
- working collaboratively with local government to deliver the Rural Councils Transformation program to support the creation and implementation of new regional service delivery models that will enhance sustainability and provide more integrated and coordinated services for communities
- enhancing local government capacity to respond to emergencies
- delivering funding programs to support Victoria’s public libraries and help councils manage roadside weeds and pests
- providing targeted financial assistance to councils and supporting local government in implementing programs to further develop sustainable business practices and improve procurement practices.

We will deliver these initiatives within the context of a broader local government reform agenda that focuses on Integrity and Good Governance, an initiative clarifying local government roles, responsibilities and accountabilities, and better defining their relationship with State Government.
Outcome measures

We will work towards achieving sustainable and effective local governments by monitoring our performance against the following measure, as outlined in Victorian budget papers:

- Community satisfaction with the performance of councils as measured through the Local Government Community Satisfaction Survey.

During the next four years, DELWP will deliver against these outcome indicators and strategies:

**Increase the transparency and accountability of local government decision making**

We will:

- Support the local government sector to implement legislative changes
- Support the local government sector to report on performance through the Know Your Council website
- Support the implementation of the Victorian Aboriginal and Local Government Action Plan.

**Increase community engagement and satisfaction with local government**

We will:

- Encourage enhanced collaboration and partnerships between local governments and the state
- Provide targeted support to rural and regional councils.

**Increase the financial health and viability of local government**

We will:

- Provide targeted support to rural and regional councils
- Support enhanced collaboration and shared services between local governments.

Output:

To achieve this outcome, the Victorian Government has endorsed the delivery of the following DELWP output as outlined in Victorian budget papers:

**Local government** – Deliver activities in partnership with the local government sector to support effective and efficient local governance and service provision.

Links to additional information:

- Ministerial Statement on Local Government
- Know Your Council
- Growing Suburbs Fund
- Integrity and Good Governance
- Local Government Act 1989
- Victorian Aboriginal Local Government Action Plan
Reduced impact of major bushfires and other emergencies on people, property and the environment

DELWP is one of several Victorian Government departments and agencies with responsibilities for emergency management. These responsibilities include: the management of fire on public land; dam safety; whale and dolphin stranding or entanglement; as well as managing the impacts of emergencies on the environment and energy network infrastructure.

DELWP’s integrated approach to reducing the risk of bushfires in protecting people, property and the environment, is guided by Safer Together – A new approach to reducing the risk of bushfire in Victoria. This approach involves land and fire agencies working in partnership with local communities using world-leading science to manage bushfire risks and protect the things that communities value the most. DELWP provides end-to-end management of forests, fire and other emergencies, including planned burning and other bushfire fuel management operations.

DELWP also manages the Powerline Bushfire Safety Program. The Electricity Safety Amendment Bill 2017 ensures that distribution businesses deliver enhanced network safety technologies on time and to appropriate standards. This delivers on the recommendations of the Victorian Bushfires Royal Commission in relation to powerlines causing bushfires.

The key initiatives to deliver on this outcome include:

- planning and delivering an improved and more efficient fuel management program on public land to maintain residual bushfire risk below 70 per cent
- planning for and implementing emergency management preparedness and readiness arrangements
- leading and supporting the response to fire and other emergencies
- delivering an emergency rehabilitation and recovery program
- investing in training and development to improve DELWP’s fire and emergency management capability, and increase the diversity of our workforce
- engaging the community in bushfire management planning
- strengthening partnerships between property holders, and land and fire agencies to reduce bushfire risk across public land, private land and roadsides, and help make communities safer and more resilient before, during, and after bushfires
- managing and maintaining critical infrastructure such as roads, bridges, fire towers and other forest-based assets, to improve forest access, egress, and firefighter safety
- investing in and applying bushfire science and risk modelling to facilitate better landscape bushfire risk planning, and community-based fire management.
Outcome measures

We will work towards achieving a reduced impact of major bushfires and other emergencies on people, property and the environment by monitoring our performance against the following measures, as outlined in Victorian budget papers:

- Percentage of bushfires contained at first attack and/or under five hectares to suppress bushfires promptly, keep bushfires small and minimise loss
- Area treated through planned burning and other treatments to maintain the statewide bushfire risk at or below 70 per cent
- Percentage of agreed departmental emergency management obligations met on time and to standard
- The economic impact of fire prevention and preparedness investment.

During the next four years, DELWP will deliver against these outcome indicators and strategies:

**Increase the level of preparedness for bushfires and other emergencies**

We will:

- Lead and deliver a community-centred, risk-based approach to reduce the impact of bushfires
- Continuously improve our approach to emergency management, assessing and learning from our performance
- Involve local communities in decision making about bushfire and emergency management on a year-round basis
- Work with industry to improve planning and response for energy, water and other emergencies.

**Increase community understanding of the potential risks and impacts of bushfires and other emergencies**

We will:

- Engage with local communities to build awareness of bushfires and other emergencies to achieve positive behaviour change
- Share hazard data and risk modelling tools online and through partnerships so that communities can assess their own bushfire risk and develop strategies for action
- Ensure that information on changes to bushfire risk at the state and local level is available to communities.

**Increase the ability of people and communities to respond to and recover from bushfires and other emergencies**

We will:

- Implement an ‘all communities, all emergencies’ model for emergency management before, during and after an emergency event
- Partner with and support the emergency management sector to build the resilience of communities and the environment
- Re-align policies, programs and activities to help build and strengthen community resilience characteristics.

**Increase the ability of ecosystems to recover from destructive natural events**

We will:

- Apply appropriate fire regimes to maintain or improve biodiversity
- Maintain a diversity of vegetation communities and growth stages (juvenile, adolescent, mature and old) on public land
- Develop and implement an Aboriginal Fire Strategy in partnership with Traditional Owners and Aboriginal Victorians.

Output:

To achieve this outcome, the Victorian Government has endorsed the delivery of the following DELWP output as outlined in Victorian budget papers:

**Fire and emergency management** – Plan and deliver integrated bushfire management across public and private land and use world-leading science to manage fire and ecosystems.

Links to additional information:

- Safer Together
- Reducing Bushfire Risk
- Forest Fire Management Victoria